

Modeling the Effects of Efficacy, Justice, and Conflict Among Reservists Activated for Homeland Defense

Paul D. Bliese

*U.S. Army Medical Research Unit–Europe
Heidelberg, Germany*

Melba C. Stetz

*Headquarters, U.S. Army Medical Research and Materiel Command
Fort Detrick, Maryland*

We proposed that issues surrounding job-related self-efficacy, procedural justice, and intragroup conflict are likely to be present in nearly all activations and mobilizations of National Guard and Reserve soldiers. Using an occupational stress framework, we developed a theoretical model for how these variables would interact and impact reservist job satisfaction and well-being. We tested the model using longitudinal data collected from 105 Reservists activated and mobilized after September 11, 2001 for homeland defense. Our central proposition was that perceptions of procedural justice in the early months of the mobilization would have important indirect carry-over effects in terms of Soldiers' follow-on job satisfaction and well-being. Specifically, we proposed that procedural justice, self-efficacy, and intragroup conflict would show a 3-way interaction such that self-efficacy would display a buffering effect only when accompanied by high procedural justice. Results supported our theoretical proposition. Practical implications are discussed.

Following the events of September 11, 2001, the U.S. government quickly mobilized close to 300,000 Active and Reserve Component (Reserve and National Guard) soldiers' to provide security augmentation in sensitive civilian sites and military installations (see Crawley, 2003). The activation of Reserve and National Guard units represented a particularly abrupt transition from civilian life to

full-time military service—a transition that almost certainly impacted the subsequent job attitudes and well-being of Reservists. In the following research, we examine the role three factors (perceptions of procedural justice, intragroup conflict, and job-related self-efficacy) played as Reservists adapted to the mobilization. We develop and test a theoretical model explaining the interrelationships among these variables and hypothesize that perceptions of procedural justice early in the activation have important indirect carry-over effects in terms of Soldiers' follow-on job satisfaction and well-being.

BACKGROUND

From a social science perspective, the activation or of Reservists represents a significant life event involving simultaneous change in both employment status and social network status support. Even under highly favorable circumstances, the activation transition is a stressful period for those involved. As such, the activation and subsequent mobilization are likely to have two broad effects on Reservists. First, the circumstances surrounding the activation and mobilization are likely to impact Reservists attitudes towards their jobs. Reservists' job satisfaction, in particular, is likely to be influenced by how the activation occurred as well as by characteristics of the ongoing mobilization. Second, the activation process will almost certainly impact the health and well-being of Reservists. As noted in the social psychological literature, experiencing stressful life events is directly associated with declines in health and well-being (Cohen, Tyrrell, & Smith, 1993). Thus, it is important in terms of both organizational attitudes and Reservists well-being to develop theoretical models of the significant stressors and moderators in association with the activation and mobilization process and to model theoretical relationships to identify ways to ease the transition.

Reservist's ability to successfully adapt to transitions is likely to be influenced by a combination of factors to include individual attributes, primary group characteristics, and broader organizational policies. The challenge in scientifically studying the activation and mobilization process is to identify an empirically manageable and important subset of factors and model how these critical factors relate to job attitudes and well-being. We propose that the three key factors of procedural justice, job related self efficacy and intragroup conflict are evident in nearly every activation and mobilization.

In this study, we build the theoretical framework to examine and test the direct and interacting effects of procedural justice, job related self-efficacy, and intragroup conflict as they relate to the subsequent well-being and job satisfaction of activated Reservists. The work serves two purposes. First, it contributes to the relatively few studies that have been conducted on Reservists activated for either combat (e.g., Bartone, 1999; Griffith & Perry, 1993; Stuart & Bliese, 1998) or peace-

keeping deployments (Litz, King, King, Orsillo, & Friedman, 1997). Second, it provides a theoretical foundation on which to consider the unique challenges associated with reserve unit activation by delineating how procedural justice, self-efficacy, and intragroup conflict interrelate within an interactional occupational stress framework (e.g., Bliese & Castro, 2003; Cooper, Dewe, & O'Driscoll, 2001).

Model Variables

Procedural justice is defined as “the structural characteristics of a decision or the extent to which fair procedures including input from affected parties, are consistently applied, suppress bias, are accurate, are correctable, and are ethical” (Elovainio, Kivimäki, & Helkama, 2001, p. 418). Typically, perceptions of procedural justice have been examined as direct precursor to work motivation, job satisfaction, retention, and commitment (Kernan & Hanges, 2002; Martin & Bennett, 1996; McFarlin & Sweeney, 1992; Schappe, 1996). This research generally reveals that perceptions of procedural justice have a direct positive effect on work motivation, job satisfaction, retention, and commitment. Recently, however, researchers have begun to examine perceptions of procedural justice within an occupational stress framework (e.g., De Boer, Bakker, Syroit, & Schaufeli, 2002; Elovainio et al., 2001; Elovainio, Kivimäki, & Vahtera, 2002). This research indicates that perceptions of procedural justice are directly related to psychiatric disorders, absence due to sickness, and psychological strain symptoms.

Issues surrounding perceptions of procedural justice (fairness) are likely to arise in any activation but were particularly salient in the homeland defense activation for two reasons. First, the speed at which units were initially activated led some Soldiers to report inconsistencies in terms of the activation criteria. In the end, some Soldiers who wanted to be activated were not permitted to do so, and others who did not want to be activated were activated. While these case-by-case situations are always present, they were exacerbated by the fast activation time. The second reason why perceptions of procedural justice are an issue is because activations are frequently accompanied by some degree of comparison between active and reserve Soldiers. In homeland defense, the differences were sometimes purportedly significant for various reasons. For instance, during the early stages of mobilization, some active duty posts did not have the resources to accommodate Reservists, therefore living conditions varied between active and reserve. In addition, during homeland defense, reserve and active units worked side-by-side, and inevitably differences related to work processes emerged because the separate chains of command developed different rules—for example, rules governing leave, passes, and work hour schedules varied between Reservists and active duty counterparts. These differences can directly lead to difference in perceptions of procedural justice.

General job-related self-efficacy can be broadly be defined as confidence in one's ability to perform work-related tasks or missions. In the occupational stress literature, self-efficacy has been shown to have a direct positive effect on health related outcomes (Jex & Bliese, 1999; Jex, Bliese, Buzzell, & Primeau, 2001; Schaubroeck & Merritt, 1997). Specifically, individuals with high self-efficacy tend to report higher levels of well-being and more positive work related attitudes such as job satisfaction than do those with low efficacy.

Presumably, Activations and mobilizations are likely to be accompanied by issues related to job-related self-efficacy. Concerns about job-related self-efficacy would be normal reactions for individuals transitioning from a part-time job status to a full-time job status particularly in cases where Reservists' military jobs differ substantially from their civilian jobs. In the situation of homeland defense, it seems likely that the sudden activation associated with homeland defense potentially heightened questions of Reservists' task-related self-efficacy. Specifically, Reservists were given little preparation time transitioning from their normal civilian occupation to performing their specific homeland mission, and for some Soldiers this transition may have exacerbated issues related to low concerns about job-related self-efficacy.

Intragroup conflict or interpersonal conflict is the third factor likely to be present in any activation and mobilization. Conflict is an organizational stressor ranging from minor disagreements to verbal and even physical assaults (Spector & Jex, 1998). Intragroup conflict is common in nearly every occupational setting and likely to be one of the most important stressors affecting organizations (Keenan & Newton, 1985). In the literature, intragroup conflict has been shown to have direct negative effects on employee health in both civilian and military settings (Frone, 2000; Spector & Jex, 1998; Thomas, Bliese, & Jex, 2005). Despite its importance, intragroup conflict tends to be understudied (Spector & Jex, 1998), and to our knowledge is completely unexamined in samples of Reservists despite the fact that issues of conflict are likely to be prevalent upon mobilization simply because individuals are learning to work with each other on a full term basis often under stressful conditions.

Theoretical Framework

In developing a theoretical framework, we focus first on the direct effects of intragroup conflict, procedural justice, and self-efficacy. Next, we examine the potential buffering role of self-efficacy and justice. Our central proposition in terms of the proposed buffering effect is that initial procedural justice serves as an important boundary condition impacting how Soldiers react to subsequent stressors such as intragroup conflict. In examining relationships among these variables we employ a simple longitudinal design to reduce same-source variance effects.

Direct effects. Models of occupational stress (e.g., Cooper et al., 2001) consider both direct and indirect relationships when proposing predictors of well-being and job attitudes. Direct effect hypotheses attempt to determine whether individual predictors explain unique variance in outcomes. As noted, there is evidence to suggest that conflict, justice, and self-efficacy are important direct predictors of well-being and job satisfaction. What is unclear, however, is how these three variables will operate in conjunction with each other in predicting the outcomes of job satisfaction and well-being, and how they operate over time. We propose that each of these variables will explain unique variance in the outcomes within a longitudinal framework.

Indirect effects. In occupational stress research, indirect effects refer to the ability of a variable to buffer or ameliorate the negative effects of stressors. One factor shown to have indirect, buffering effects is self-efficacy (Jex & Bliese, 1999; Jex & Gudanowski, 1992). Specifically, research has shown that individuals who have high self-efficacy are less impacted by work stressors than individuals who have low levels of self-efficacy. The self-efficacy results suggest that the management of self-efficacy is potentially an important tool organizations can use to increase the resilience of employees. Fostering and developing work-related self-efficacy should have a direct effect on attitudinal and well-being outcomes, and it should also provide protection to individuals when work stressors are present.

Importantly, however, the ability of self-efficacy to provide buffering effects has known boundary conditions. For instance, Jex et al., (2001) found that high self-efficacy served a buffering role only when coupled with an efficacy-congruent coping style of either (a) high active coping or (b) low avoidant coping. Similarly, Schaubroeck and Merritt (1997) examined the three-way interactive relationships among self-efficacy, job control, and work demands in predicting self-reports of systolic and diastolic blood pressure among health care workers. The authors found significant three-way interactions suggesting that high efficacy provides a buffering effect *only* under conditions of high job control.

The notion that the buffering effects of self-efficacy are bounded by a sense of active control has important implications for how self-efficacy and procedural justice might interact in an occupational stress setting. Folger and Cropanzano (1998) maintained that procedural justice influences individuals by addressing symbolic concerns centered on self-esteem and identity. That is, injustice impacts one's sense of self-worth (see also, Smith, Tyler, Huo, Ortiz, & Lind, 1998). This, in turn, suggests that injustice impacts individuals' sense of active control over their environments. Presumably, individuals who perceive being in an environment characterized by injustice will also feel a corresponding loss of control over their surroundings. If procedural justice affects individuals as proposed by Folger and Cropanzano (1998), one would expect justice to act as a boundary condition on the

buffering effects of self-efficacy such that there would be a three-way interaction between a stressor such as intragroup conflict, self-efficacy, and perceptions of procedural justice. Specifically, self-efficacy would be expected to show moderating effects on well-being and job satisfaction only when accompanied by positive reports of procedural justice.

Summary

We propose that issues surrounding job-related self-efficacy, procedural justice, and intragroup conflict are common to all activations and mobilizations of Reservists. In addition, we provide a theoretical framework for explaining how these variables directly relate to subsequent job attitudes and well-being and how they indirectly interact with each other. Our central proposition is that perceptions of procedural justice in the early months of the mobilization have important indirect carry-over effects in terms of Soldiers' job satisfaction and well-being. In examining relationships among these variables, we employ a simple longitudinal design to understand how perceptions of procedural justice and self-efficacy early in the mobilization impact subsequent reactions to intragroup conflict with respect to Reservist well-being and job satisfaction.

METHOD

Participants and Procedures

The participants were 105 military police reserve component (Reserve or National Guard) Soldiers activated after the terrorist attack to the United States on November 11, 2001. Their mission was to guard the Pentagon in DC and Fort Stewart in the state of Georgia. With pairwise deletion of variables, the effective working size of the sample ranged from 103 to 105.

Researchers informed the Soldiers that their participation was voluntary and only surveyed those who returned the signed consent forms. Researchers studied Soldiers following the first 3 months of their activation (Time 1) and again 3 months later (Time 2). Survey completion response rate was 86%. Statistical analyses were possible by merging both times using personal identifiers. Participants were predominantly married (65%), White (59%), men (96%), with a median age of 32 years old.

Measures

The measures used in the study are drawn from assessment batteries previously used in Army occupational stress research (e.g., Jex & Bliese, 1999). With the exception of the intragroup conflict and the psychological well-being scale, participants indi-

TABLE 1
Means, Standard Deviations, Reliability Estimates, and Correlations

	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Self-efficacy (Time 1)	3.83	0.83	(.85)				
2. Procedural justice (Time 1)	2.79	0.95	-.01	(.93)			
3. Intragroup conflict (Time 2)	3.08	0.90	-.02	-.19*	(.90)		
4. Job satisfaction (Time 2)	3.18	1.15	.43**	.16*	-.33**	(.91)	
5. Well-being (Time 2)	2.62	0.48	.09	.17*	-.48**	.50**	(.86)

Note. *N* = 105. The numbers in parentheses on the diagonal are the reliability estimates.

p* < .05, one-tailed. *p* < .01, one-tailed.

cated agreement to each item on a scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Prior work with military samples has found acceptable internal consistency reliability values for these scales, and these acceptable reliabilities are reflected in the Cronbach alpha values in the diagonal of Table 1.

Predictors

Intragroup Conflict was assessed with a four-item scale created by Spector and Jex (1998). Participants indicated agreement to each item on a scale ranging from 1 (*rarely*) to 5 (*very often*). Items assessed the extent to which group members were rude to each other, got into arguments, and so on. Sample items are "How often do people in your unit get into arguments with each other at work?" and "How often do people in your unit do bad things to each other at work?" Higher scores indicate perceptions of higher Intragroup Conflict.

Self-efficacy was measured with a five-item scale modified from Jones (1986) and used by Jex and Bliese (1999) and Jex et al. (2001). A sample item is "Based on my experiences, I am confident that I will be able to successfully perform my current job" and "I have all the technical knowledge I need to perform my job, all I need now is practical experience." Higher scores indicate perceptions of higher self-efficacy.

Procedural Justice was measured with a six-item scale (Colquitt, 2001) modified for the military. Sample items are "The policies surrounding the ongoing activation are being applied consistently" and "The policies/procedures surrounding the ongoing activation are fairly carried out." Higher scores indicate perceptions of higher Procedural Justice.

Outcomes

Psychological Well-Being was measured using a 12-item scale created by Goldberg (1972). A sample item is "In the last two weeks have you been able to enjoy your nor-

mal day-to-day activities? Participants indicated agreement to each item on a scale ranging from 1 (*not at all*) to 5 (*a lot more than usual*). Higher scores indicate perception of higher psychological well-being.

Job Satisfaction was assessed with a 3-item scale (modified version) of the Job Diagnostic Survey General Satisfaction Scale (Hackman & Oldham, 1975). A sample item from this scale is "I am very satisfied with my job in the Army" and "I like my job in the Army." Higher scores indicate perception of higher Job Satisfaction.

Analytical Strategy

The longitudinal nature of the data allowed us to measure and model constructs collected at different times. Job-related self-efficacy was measured and modeled using Time 1 data. This was done under the belief that initial levels of self-efficacy would be particularly important to subsequent adaptation to the mobilization. Perceptions of Procedural Justice were also measured and modeled at Time 1. The logic underlying this was our belief that initial levels of Procedural Justice would carry across time (3 months) and impact individuals' subsequent reactions to their work environment. Measures of intragroup conflict, job satisfaction and well-being were modeled using Time 2 data under the belief that outcomes such as job satisfaction and psychological well-being would be most proximally related to current working conditions reflected in levels of intragroup conflict.

We used multilevel random coefficient modeling (RCM; Bliese, 2002; Bryk & Raudenbush, 1992; Hox, 2002) to test both the direct and indirect effects associated with self-efficacy, procedural justice and intragroup conflict. Our rationale for using this technique was that it can provide more accurate parameter estimates than comparable ordinary least squares analyses by simultaneously modeling two sources of random error in nested data—the error associated with individuals and the error associated with group differences. In the current data, we controlled for group differences associated with both company and platoon membership. Accounting for both individual and group-based sources of error increases the power of the statistical tests and can be particularly important when attempting to detect relationships such as interactions that typically account for small amounts of variance (Bliese & Hanges, 2004).

RESULTS

Descriptive Statistical

The study means, standard deviations, correlations, and Cronbach's reliability estimates are presented in Table 1. In terms of the correlations, notice that contrary to expectations, self-efficacy at Time 1 was unrelated to well-being at Time 2.

Self-efficacy was, however, related to job satisfaction at Time 2. Also notice that procedural justice was significantly related to both job satisfaction and well-being in the anticipated direction even though the variables were measured across time. In terms of the stressor, notice that intragroup conflict was significantly related to both well-being and job satisfaction in the anticipated direction.

Overall, the correlation table finds support for the proposition that procedural justice, self-efficacy and intragroup conflict are directly related to well-being and job satisfaction with the exception that self-efficacy at Time 1 was unrelated to well-being at Time 2. The correlation table, however, fails to consider the interrelationships among the variables in terms of separate prediction power; the correlation table fails to take into consideration the hierarchically nested nature of the data. Thus, we turn to the RCM models and results.

RCM Modeling

To examine (a) the unique predictive power of procedural justice, self-efficacy, and intragroup conflict on job satisfaction and well-being and (b) the interactions among justice, efficacy, and conflict we ran two random coefficient models. One model used job satisfaction as the outcome, and the other model used well-being. In both models, the variables were grand-mean centered to reduce multicollinearity associated with interaction terms thereby allowing clearer interpretations of main-effects (Aiken & West, 1991). Both RCM models also controlled for company-level and platoon-level variability by including a random intercept term for companies and platoons (Bliese, 2002).

Table 2 provides the results regressing job satisfaction on intragroup conflict, procedural justice, and self-efficacy and all possible interaction terms. Congruent with expectations and with the results from the correlation table, all three main effects associated with the predictors were related to job satisfaction in the antici-

TABLE 2
Job Satisfaction, Conflict, Efficacy, and Justice

	<i>Parameter Estimate</i>	<i>SE</i>	<i>df</i>	<i>t Value</i>
(Intercept)	.052	.096	78	0.54
Conflict (Time 2)	-.298	.108	78	-2.75**
Procedural justice (Time 1)	.184	.110	78	1.67*
Self-efficacy (Time 1)	.739	.136	78	5.44**
Conflict × Justice	.008	.121	78	0.07
Conflict × Efficacy	.362	.164	78	2.20*
Justice × Efficacy	-.033	.117	78	-0.29
Conflict × Justice × Efficacy	.400	.126	78	3.18**

* $p < .05$, one-tailed. ** $p < .01$, one-tailed.

pated direction. Overall, in terms of main effects the set of predictors accounted for 25.4% of the variance in job satisfaction. Any interpretation of the main effects, however, must be tempered given the existence of significant interactions. Notice in particular that a significant three-way interaction among conflict, efficacy, and justice was observed. This three-way interaction accounted for 6.9% of the variance in job satisfaction.

The form of the interaction was plotted using the conventional practice of using a combination of high and low values (1 standard deviation above and 1 standard deviation below the mean) for each of the terms as described in Aiken and West (1991) and others. Figure 1 provides the form of the interaction. Notice that the

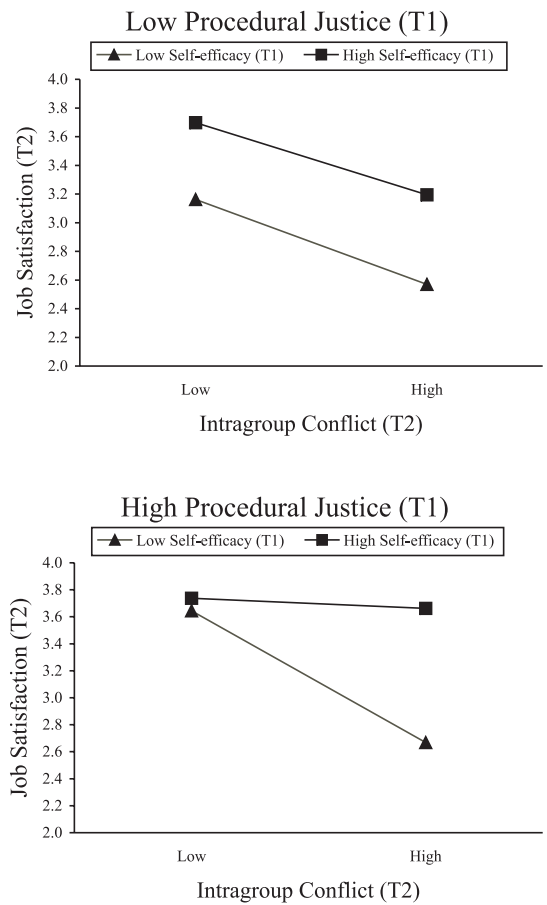


FIGURE 1 Three-way interaction among Intragroup Conflict, Self-Efficacy, and Procedural Justice predicting job satisfaction.

TABLE 3
Psychological Well-Being, Conflict, Efficacy, and Justice

	<i>Parameter Estimate</i>	<i>SE</i>	<i>df</i>	<i>t Value</i>
(Intercept)	.052	.054	78	0.96
Conflict (Time 2)	-.227	.048	78	-4.74**
Procedural justice (Time 1)	.082	.050	78	1.65*
Self-efficacy (Time 1)	.118	.060	78	1.98*
Conflict × Justice	-.012	.052	78	-0.23
Conflict × Efficacy	.138	.073	78	1.87
Justice × Efficacy	.033	.051	78	0.64
Conflict × Justice × Efficacy	.124	.056	78	2.22*

* $p < .05$, one-tailed. ** $p < .01$, one-tailed.

buffering effects of self-efficacy are found only under conditions of high procedural justice. High self-efficacy must be accompanied by a positive sense of procedural justice if efficacy is to help insulate Reservists from the negative effects of intragroup conflict.

The results for psychological well-being are presented in Table 3. Notice that all main effects were significant. As a group the main effects accounted for 24.8% of the variance in well-being. As with the preceding analysis, however, any interpretation of the main effects must be done in light of the significant interaction effects. Table 3 reveals a significant three-way interaction involving conflict, efficacy, and justice. This interaction accounted for 4.6% of the variance. Figure 2 plots the form of the interaction and again supports the proposition that self-efficacy serves a buffering role only when accompanied by a high sense of procedural justice. Figure 2 also visually shows that self-efficacy at Time 1 and procedural justice at Time 1 have less pronounced main effects in terms of Time 2 well-being than they do on Time 2 job satisfaction.

Additional Analyses: Work Overload as Stressor

The key finding in the preceding analyses is the result showing that the combination of high procedural justice and high self-efficacy help protect Reservists against the work stressor of intragroup conflict. A logical follow-up question is whether a similar three-way interaction would be observed using another workplace stressor. To answer that question, we examined whether a three-way interaction would be observed using work overload as a stressor.

Work overload assesses the degree to which employees feel that work requirements exceed personal resources. Research has shown that work overload is related to the well-being and job attitudes of employees in nonmilitary (Briggs & Richardson, 1992; Jex, 1998; Quick, 1998) and military (e.g., Bliese & Castro,

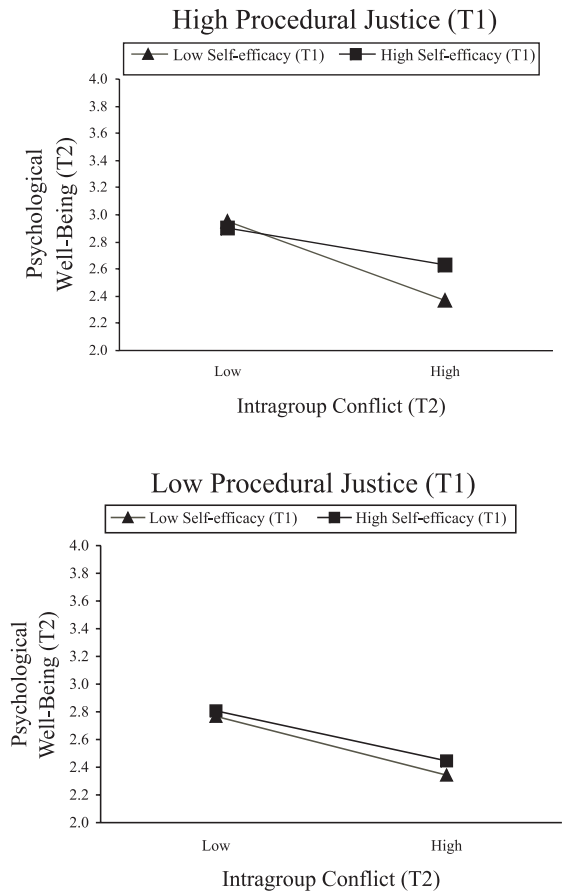


FIGURE 2 Three-way interaction among Intragroup Conflict, Self-Efficacy, and Procedural Justice predicting well-being.

2000; Britt, Stetz, & Bliese, 2004; Jex & Bliese, 1999) settings. In the current research, work overload was assessed using a three-item scale originally developed by Cammann, Fichman, Jenkins, and Klesh (1983). Sample items from the scale are “My job leaves me with little time to get things done” and “I have so much work to do, I cannot do everything well.” Higher scores indicate perceptions of higher work overload.

Analyses revealed a significant three-way interaction among work overload, procedural justice and self-efficacy in terms of predicting job satisfaction ($p = .01$, one-tailed). The form of the interaction was similar to that in Figure 1 in that self-efficacy showed buffering effects against the negative impact of work over-

load *only* when accompanied by high perceptions of procedural justice. Using a liberal p -value ($p < .10$) as recommended by McClelland and Judd (1993) there was also evidence of a three way interaction involving well-being ($p = .08$, one-tailed) such that efficacy buffered only when accompanied by high procedural justice. Complete results are available from the authors. In short, however, it appears that the combination of high self-efficacy and high procedural justice may buffer the negative effects of a variety of stressors to include work overload and intragroup conflict.

DISCUSSION

Reservists are an important part of the U.S. military force. The activation of these Soldiers, however, is accompanied by specific challenges. In this study, we proposed that issues surrounding concerns about self-efficacy, procedural justice, and intragroup conflict are common in the activation and mobilization of Reservists and that these issues have implications for the well-being and job satisfaction of Reservists. We proposed a model for how efficacy, justice, and conflict would interact based upon an interactional occupational stress framework (Bliese & Castro, 2003; Cooper et al., 2001) and subsequently tested the model. The results widely supported the theoretical propositions. We discuss the results in terms of direct effects and interaction effects.

Direct Effects

Tests of direct effect tests are common in the occupational stress literature; thus, to a certain degree tests of direct effects serve the role of replicating previous findings. From that perspective, the direct effect tests in this study show that research findings from other occupational stress research findings from other organizations studies generalize to Reservists. Specifically, the results reveal that stressors such as intragroup conflict are consistent predictors of job satisfaction and well-being; that perceptions of procedural justice are significant predictors of job satisfaction and well-being; and that self-efficacy is a significant predictor of job satisfaction.

This study, however, also extends current knowledge by examining direct effects over time. Perhaps one of the most important findings with respect to time is the result revealing that self-efficacy at Time 1 is strongly related to job satisfaction 3 months later ($r = 0.43$). In terms of practical application, a correlation of this magnitude suggests that enhancing Reservists job-related self-efficacy through training will have important long-term implications for Reservist's job attitudes. Interestingly, self-efficacy appears to be only weakly related to subsequent well-being. Recall that the zero-order correlation between these two variables was not significant even though the RCM analyses (Table 3) did detect a

significant effect. This latter effect, though, is hard to interpret because of the significant interaction effects. The fact that job-related self-efficacy is more strongly related to job satisfaction than to well-being may reflect the fact that both job satisfaction and job-related self-efficacy are work domain constructs. In contrast, well-being is a more global construct in that it is not entirely driven by work characteristics. Nonetheless, the results highlight the importance of self-efficacy in driving subsequent job attitudes.

The findings involving the role of procedural justice over time also contribute to existing knowledge. As noted, there is relatively little research examining the role of procedural justice in occupational stress research, and to the best of our knowledge, there is no research examining the effects of procedural justice over time. Thus, the finding that procedural justice at Time 1 is positively related to well-being 3 months later strengthens the argument that justice is an important factor in occupational stress research. Given the nature of our findings, we echo Elovaino et al. (2002) in recommending that procedural justice be routinely examined in occupational stress research.

Finally, it is interesting to note that procedural justice and self-efficacy are completely unrelated. Notice in Table 1 that the correlation is -0.01 . This finding implies that procedural justice and job-related self-efficacy are independent routes through which to manage subsequent work attitudes and well-being.

Interaction Effects

Our central proposition in terms of interactional effects was that perceptions of procedural justice in the early months of the mobilization would have important indirect carry-over effects in terms of Soldiers' follow-on job satisfaction and well-being. Specifically, we proposed that procedural justice, self-efficacy, and work stressors such as intragroup conflict would show a three-way interaction such that self-efficacy would display a buffering effect only when accompanied by high procedural justice.

The causal mechanism in the proposed three-way interaction was based on research suggesting that a combination of efficacy and control are critical in driving buffering effects (Jex et al., 2001; Schaubroeck & Merritt, 1997). Procedural justice was incorporated into this theoretical framework by noting that injustice presumably impacts one's sense of self-worth (Folger & Cropanzano, 1998; Smith et al., 1998) which, in turn, suggests that injustice impacts individuals' sense of active control over their environments.

The three-way interaction proposed in the theoretical framework was supported even in models incorporating variables collected over time. High self-efficacy served a buffering role against stressors, but only when accompanied by high procedural justice. These effects were evident for both the stressor of intragroup conflict and the stressor of work overload. The practical implications of these findings

are clear—Reserve units can help develop resilient Soldiers by emphasizing work-related self-efficacy because Soldiers who have high self-efficacy are better able to withstand stressors. The important caveat to this finding, however, is that the positive benefits of developing highly efficacious Reservists can be nullified if organizations allow a sense of injustice to develop. Reservists clearly need to believe that the procedures surrounding their mobilization and activation are fair. Reservists gain little benefit from believing they have the skills and abilities to perform their jobs if they also report that the work environment is unjust and presumably beyond their ability to control.

Future Work and Limitations

In this research, we selected three variables that we considered important out of a myriad of possibilities. Specifically, we argued that procedural justice, self-efficacy, and intragroup conflict are likely to be key factors surrounding any activation and mobilization of Reservists. These variables were clearly important in our study. It is possible, however, that the unique nature of the September 11th activation and mobilization as well as the unique nature of our sample may minimize the generalizability of our results. While this is a possibility, we note that both the direct and moderating effects were clear and theoretically congruent with research using other samples. That is, the research supports a series of findings suggesting that self-efficacy fails to serve a buffering role in the presence of variables (such as low procedural justice) that reduce individuals' control over their environments. In summary, we encourage researchers to consider incorporating measures of justice, efficacy, and conflict in studies of Reservists' well-being and job attitudes. While these factors appear to carry special significance for Reservists, we acknowledge that future work may identify additional factors and may suggest alternative models.

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